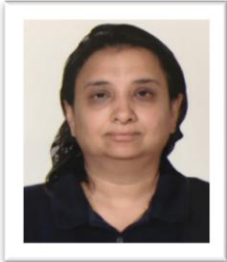# Managerial Styles of Female and Male Entrepreneurs

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Abstract

The aim of the research was to study the difference between Female and Male entrepreneurs on Managerial styles. Managerial Behaviour Questionnaire (MBQ) by CN. Dafatuar (2002) was administered to entrepreneurs. It has 8 dimension (styles) divided over 32 items, namely, Task oriented (TO), Bureaucratic (BU), Personalized Relation Orientation (PR), Nurturant (N), Autocratic (A), Participative (P), Assertive combined with low level of Participation and Nurturant (A,P+N) and Nurturant Task (NT) Analysis of the instrument was obtained through empirical research from 25 Female entrepreneurs with 300 employees under them and 22 Male entrepreneurs with 264 employees under them, in Mumbai city- India. In order to study various behaviour dimensions, the data obtained were statistically analyzed by calculating Mean and Standard Deviation for each dimension under each Leadership style. Results revealed that 16% women were Task Oriented Leaders, 12% were Participative + Nurturant Task Leaders, 12% were Task Oriented + Personalised Relations Leaders, 12% were Task Oriented + Bureaucratic Leaders, 12% were Autocratic + Participative Leaders, 12% were Nurturant Leaders, 12% were Participative Leaders and 12% were Bureaucratic + Personalised Relations Leaders. Male entrepreneurs who participated in the study revealed that 7% were Task Oriented Leaders, 7% were Personalised Relations Leaders, 18% were Nurturant Leaders, 18% were Nurturant + Participative Leaders and 18% were Nurturant + Task Oriented Leaders.

Keywords: Leadership, Managerial, Task Oriented, Nurturant, Enterepreneurs.

Introduction

Today's fast growing and challenging business environment demands organizations to perform efficiently and systematically, consciously and competently face and deal with the emerging changes. This calls for Leadership inputs at every level. For it is fairly well established that Leadership has substantial influence on human performance and it is the quality and competency of human capital which determines success or failure of organizations, not just physical or financial resources. Leadership therefore is not to be perceived as position of power, but a skill that can enhance confidence in people by reorganizing each other's strengths and work together towards achieving goals and targets of the organization.

It is known that managerial leadership has tremendous influence on human performance. Studies also indicate that subordinates affect leaders and their behaviour as much as leaders and their behaviour affect subordinates (Barrow, 1976 & Greene & Schriesheim, 1980). Leadership therefore is not just about leaders, it is also about followers. It is a reciprocal process as it occurs between people. Successful Leadership depends far more on follower's perception of the leader. It is therefore necessary to understand which Leadership style and management practice of the leader influence the behaviour of the employees positively.

Review of Literature

What is Managerial Behavior?

The term managerial styles has different meanings for different people. It has been defined in terms of individual traits, behaviour, influence over other people, interaction patterns, role, relationship, etc. The essence of real Leadership is assessing changing situations and motivating others to act in an appropriate manner. Management and Leadership is more about thinking, judging, acting and motivating than is about strategies, methodologies and tools (Noel Tichy & Eli Cohen, 1997).

Briane Lee (1997) after reviewing various definitions opines "Managership is an intensely human enterprise, and does not fit neatly into definitions and boxes. Leaders have all the spontaneity, unpredictability, frailty, vulnerability and potential that is possible in the

human race. If we are to lead with honor, we must start with the premise that flexibility, adaptability, and wisdom are possible, that we have seeds of greatness in us, and if we care deeply about the lives of others, we can work together to accomplish worthwhile things."

According to Hessebbein & Cohen (1998) leaders exist at all levels of the organization. Certain traits of leaders they identified are: they excel in seeing things from fresh eyes and they challenge status quo, they are energetic and seem to be able to run through obstacles, they are deeply interested in a cause or discipline related to their professional arena, they can tap convictions of others and connect them to the organizational arena, they help everyone see what their everyday work means to larger purpose, they have a high quest for learning, they are open to people and their ideas, they are driven by goals or ideals that are bigger than what an individual can accomplish.

Managerial Styles

Leaders adapt to various different managerial styles such as:

Task Oriented

A task oriented leader emphasizes the task more and gives less importance to the human aspects. He appears to be a tough person and believes that ends are more important than means. He structures the role relation. He is less generous in the evaluation of those who are inefficient workers.

Bureaucratic

The leader attaches importance only to the procedures, rules and regulations, and gives almost none or very little importance to the people. It is impersonal where precedents & rules dominate.

Personalized Relations

Here the leader develops personal relationship either with his superiors or with his subordinates. He obliges others by doing personal favors and in turn expects something in return from them. He leads by relationship.

Nurturant Style

The leader under this style emphasizes fatherly love, guidance, nurturance and growth for the subordinates. He is capable of becoming a strict disciplinarian if the situation so warrants. He can love as well as punish for discipline, punctuality, regularity but above all emphasizes on welfare and growth of subordinates.

Authoritative

The authoritative leader's main concern is his personal vanity, status, power and image management. He controls the communication network, restricts interactions and centralizes decision making power in his hand. He has less regard for relationships.

Participative Styles

This leader is people oriented and has low preference for power, status and structure. This type of leader is characterized by three basic principles: he provides supportive relationship, facilities group decision making and group method of supervision, exhibits a concern for high consensus based goals.

Assertive, Participative + Nurturant

This leader internalizes in himself an interactive combination of assertive style, a small amount of participative style and combine them with an Indian type fatherly (Nurturant) outlook for his subordinates. Though the final decision lies in his hands be encourages participant in decision making to convince his follower that their advice is sought. He nurtures his subordinates carefully.

Nurturant-Task

The Nurturant-task has two main components viz., concern for task and nurturant orientation. The nurturant-task has emphasis on the completion of the task. It takes a special care that the subordinates understand and accept the goals and the normative structure of the group and the organization and cultivate commitment to them.

Method

Objective of the study

To compare the managerial behaviour of male and female entrepreneurs.

Sample selection

Entrepreneurs were identified through reference mechanism by approaching or dialoguing individually/directly. 60 male and 60 female entrepreneurs on the bases of the selection criteria were approached out of whom 22 male entrepreneurs and 25 female entrepreneurs agreed to be part of the study and gave permission to interact with their employees with a condition that their identity will be kept strictly confidential.

Research Design

The design of the study was :

Female Entrepreneur	Male Entrepreneur
(N25)	(N22)
↓	↓
Independent Variable	**Independent Variable**
(Managerial Style)	(Managerial Style)

Statistical Analysis

In order to study various behaviour dimensions, the data obtained were statistically analyzed by calculating Mean and Standard Deviation and percentages were calculated for each dimension under each Leadership style.

Findings

25 female entrepreneurs who participated in the study, revealed the following results:
1. 16% were Task Oriented Leaders
2. 12% were Participative + Nurturant Task Leaders
3. 12% were Task Oriented + Personalised Relations Leaders
4. 12% were Task Oriented + Bureaucratic Leaders
5. 12% were Autocratic + Participative Leaders
6. 12% were Nurturant Leaders
7. 12% were Participative Leaders
8. 12% were Bureaucratic + Personalised Relations Leaders

22 male entrepreneurs who participated in the study, revealed the following results:
1. 7% were Task Oriented Leaders
2. 7% were Personalised Relations Leaders
3. 18% were Nurturant Leaders
4. 18% were Nurturant + Participative Leaders

Summary

Only two managerial styles of entrepreneurs, Task Oriented and Nurturant, were found common between female and male entrepreneurs.

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